

DRAFT

AGENCY NOTICE

SUBJECT: Increased Employee Mobility

1. In the coming months ahead, the Deputy Directors and I will work closely together in a common effort to achieve employment mobility whenever and wherever needed. We have set this goal to further the personal development of talented employees; to fill essential jobs with qualified people; and to avoid misplaced, qualified employees from having to leave the Agency or remain improperly utilized.

2. The desirability of promptly matching qualified employees and operational requirements is apparent. Filling necessary jobs with the best qualified people is a worthwhile goal, even though its accomplishment is frequently hard to obtain. It would be untenable to require all vacancies to be filled by employees currently assigned in the immediate vicinity of the vacancies; yet, the task of locating and selecting well-qualified people to staff vacant positions is often difficult, in practice, when 23 career services can largely decide who enters and leaves their jurisdictions. Even though the needs of the Agency and Directorates should take precedence over those of individual career services in conflicts over job requirements, it is appreciated that the problems confronting career services in taking on additional employees or losing good people can be very real indeed and administratively difficult to solve. Accordingly, the principal concern in establishing a program of increased mobility in the Agency is to create a favorable organizational climate for action.

while insuring the full and expeditious consideration of all competing interests arising in individual cases.

3. Improving the development of employees is another major reason for increasing employee mobility within the Agency. The Government has established improved mobility programs as one of its five Guidelines for Executive Development, applicable to all Federal agencies. In responding to this requirement, the Agency recently approved a section in the Personnel Development Program specifically dealing with the developmental aspects of increased mobility. An extract of the Agency policy follows:

Each career service should evaluate the needs of individual careerists to receive work experiences other than those previously received. Essentially, the success of an increased mobility program in the Agency is contingent upon each career service taking the time to plan the kinds of developmental work experiences that are needed by individual careerists, taking into account their personal backgrounds, previous experiences and probable future utilization and potential. Most developmental work experiences of any duration should be accomplished relatively early in the career-life of officers (a time of learning and least disruption). Individual actions can be systematically decided upon by each career service if it establishes a preferred pattern of developmental work experiences. A model could be developed and generally applied to officers in the career service or a model could be prepared and used for a specified group of officers pursuing a functional or geographical specialty.

Career services are encouraged to consider field orientation trips for selected employees when the expected developmental benefits would justify the costs involved. Moreover, orientation trips may be used productively to familiarize employees with area or program activities that they need to know to effectively do their current or planned assignments.

4. How much increased mobility should take place within the Agency is an issue that cannot be answered in the abstract. The frequency of personnel movement within career services, among career services and among

Directorates is a product of individual situations that must be decided on a case-by-case basis; and the need for personnel movement will vary from time to time. From a policy viewpoint, the amount of personnel movement across career service and Directorate lines is less important than the organizational capacity to propose and dispose of individual proposals as they are made.

5. In the event negotiations between two Career Service Heads for the permanent or temporary transfer of an employee between their jurisdictions are unsuccessful, the Career Service Head initiating the action is encouraged to review the matter with his Deputy Director. If both career services are under his jurisdiction, the Deputy will consider the needs of both sides and will decide which career service has the greater requirement for the employee's services and for what duration. If the case involves an employee outside his career jurisdiction, the Deputy Director will seek a resolution of the issue with the other Deputy Director concerned. Either Deputy Director may desire to refer the question to the Executive Director-Comptroller for his decision.

a. Oral discussions between Career Service Heads and Deputy Directors, or their personal designees, are suggested as preferred means of avoiding institutional rigidities, fixed positions in writing, and time lags.

b. Upon request by Career Service Heads or Deputy Directors, the Director of Personnel will provide assistance in arranging inter-career transfers, including the names of other qualified candidates when applicable.